

A STUDY OF TECHNIQUES IN PUBLIC RELATIONS USED BY
FIVE SOCIAL AGENCIES IN ATLANTA, GEORGIA DURING
1945-1946

A THESIS

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CHAPTER I

INTRODUCTION

A cursory study of the budgets of social work agencies in Atlanta for the period of 1940-47 reveals an increasing allocation of funds for all phases of program planning. Particularly striking to this writer is the increased amount of money designated for publicity and interpretation. This indicates a growing appreciation of the values or the needs in securing co-operation of the people in need. The years 1945-46 have set a precedent in social welfare planning for Atlanta. In fact, these years may well be called the peak years of the forties.

During the two years period 1945-46 more persons received aid and attention in the areas of rehabilitation and adjustment than at any other time within the past decade.

The need for rehabilitation and adjustment developed because it was necessary to prepare for the war-fighting years on the military front and the civilian front. This meant conscription of men for the armed forces and the displacement of men in the efforts of mobilization of industry. On the local scene, as a background for this study, as well as on the national scene, both of these factors affected the lives of men, women, and children tremendously. Moreover, new categories were developed in the civilian population, such as returning veterans, defense workers, women war workers with children, and families of service men. Each of these categories were confronted with a variety of problems such as crowded living conditions, unavailable health resources, and recreational facilities which increased the demands for social work.

"The very consideration of the elements of democracy and the way of life for which the war was fought has caused people to give more thought to the questions of what makes a happy, healthy community and what constitutes

freedom from want and fear."¹

Social work agencies, then, were presented a new opportunity for interpreting social work and social problems to the public.

Purpose of Study

The wartime impetus to public interest has set the patterns of recognizing and maintaining a relationship with the public as being an integral part of the job. Its importance lies in a thorough recognition and knowledge of the problems affecting the community, as well as "involving highly technical services of a diversified nature, policy evaluation, and long-range planning."² The maintenance of a program of public relations is increasingly being considered as indispensably inherent as a part of the responsibility of an agency attempting to perform any phase of social work.

The purpose of this study is three-fold: (1) To ascertain whether or not public relations is becoming an increasing responsibility in the administration of social agencies. (2) To discover the major purposes and aims for which various publicity media are employed. (3) To discover the relationship of the agencies' effectiveness in the community to their public relations practices.

Scope and Limitation

This study is to point out and analyze the techniques or tools of public relations used by the agencies during the period 1945-46. It is limited to the study of public relations activities and practices of the five social agencies in study, namely: The Community Planning Council, the Atlanta University School of Social Work, the Atlanta Urban League, the Y.W.C.A., and the Atlanta Chapter of the American Red Cross.

¹Russell H. Kurtz, (ed.), Social Work Year Book (New York, 1945), p. 346.

²National Publicity Council for Health and Welfare Services, "Some Guidelines to Building a Successful Public Relations Committee," Channels, February, 1947, Vol. XXIV, No. 6.

Method of Procedure

In securing the material for this study the writer held personal conferences with the chief executive of each of the five agencies in study. Each conference by asking the executive to check a questionnaire prepared by the writer in order to assure that certain facts were secured in a logical, concise, and exacting manner.

The agency scrapbook and various other types of publicity materials used by the agencies were examined.

Information as to public relations methods and practices was secured from National Social Work organizations. Further information furnishing a pattern of thought on the study was secured by consulting various social work publications.

CHAPTER II

THE ROLE OF PUBLIC RELATIONS IN THE AGENCIES' PROGRAM

The Meaning of Public Relations

The term 'public relations' lacks a precise and fixed definition. This is especially true when applied to social work, for the field of social work covers a wide range of activity. The scope of public relations is likewise broad, for the agency's entire policy and program are affected.

The definitions from the following are suggestive for this study:

Mary Swain Routzahn, in her introduction to Harold Levy's book,

A Study in Public Relations:

Many persons approach the subject of public relations with a sense of bafflement and annoyance. They consider it vague and obscure, a reaction that stems from two considerations: first, 'the public' is not an entity and cannot be visualized; and second, an agency's relations with outsiders are of so many kinds that every contact with anyone may be considered to involve a 'public' relation.¹

From another resource the definition is as follows:

The term 'public relations' is generally considered to include an agency's total relations with its community. Included in 'public relations' as one of the methods by which relations with the public are developed and maintained is the use of publicity, carried on through the popular channels of communications--the radio, the press, booklets, photographs, meetings, and speeches.²

Different other terms are used interchangeably with "publicity" and with "public relations." The case worker prefers the term "interpretation," the public welfare field uses the term "public information," and several other agencies are popularizing the reference to their publicity programs by the use of the term "public education."³

A social work publication comments on the relationship of "publicity" to "public relations" as follows:

¹Harold Levy, A Study In Public Relations (New York, 1943), p. 9.

²Russell H. Kurtz, op. cit., p. 345.

³Ibid.

Public relations, of course, is not synonymous with publicity. Public relations' area of responsibility is generally regarded as covering everything done by an organization which has or may have an impact on the public. That takes in a lot of territory. Publicity's area of responsibility is smaller; it is generally confined to the dissemination of information.

Publicity, therefore, is a tool of public relations. But the two cannot be separated from each other. Any agency cannot have good publicity without a good public relations policy and program behind it, and a good public relations policy and program are meaningless without publicity to reflect them.

Publicity is a highly specialized activity. It demands personnel with writing, speaking, and graphic skills, knowledge of communications media and the process which create them, and understanding of the agency about which they are disseminating information. Moreover, it demands these qualifications pretty much on a day-to-day basis, for the value of publicity often depends on timeliness and quick preparation.

Public relations, in a broader sense, makes somewhat different demands. It requires personnel equipped to act in an advisory capacity on the planning level; members who have the ability and knowledge to formulate a long-range policy, who are able to grasp and evaluate the needs of an agency and translate them into public relations terms.¹

The Development of Public Relations

Needless to say, a few years ago public relations as it is known today and as a field within itself was unheard of. In fact, it has only been a little better than a decade ago that public relations has developed into a field within itself. Just as the development of social work as we know it to date is evolutionary, having its roots of origin in other fields and professions from whom many of its techniques and ideas were acquired, so is the field of public relations evolutionary in its developmental process.

Actually, the origin of public relations has an industrial setting which is in the business world. Many businesses of today could not exist if it were not for advertising, which is a separate field in business. Many of the larger businesses have now instituted what they call a department of public relations. Some of the larger manufacturing concerns and insurance establishments are good examples.

More recently, the field of education has developed itself, to a

¹National Publicity Council for Health and Welfare Services, Channels, op. cit.

great extent, through the use of publicity. Several colleges and universities have seen fit to set up what they call a "Bureau of Public Relations." Excerpts from the following letter received in 1945 will corroborate this point:

I have been employed by Ohio State University since 1932. During the most of this time, my title was that of Director of the News Bureau with responsibilities primarily for publicity. Early in 1943 the need for a broader program was recognized and my title was changed to Director of Public Relations.

A further statement of the President in connection with the creation of the Bureau of Public Relations was: 'In addition to these and other activities wherein the Bureau of Public Relations may have or come to have primary responsibilities, the Bureau will cooperate with the radio station staff, the Alumni Association, the athletic department, the student body and other University groups in public relations aspects of their work.'

All of this, I believe you will agree, constitutes a rather big order. The field is quite challenging because thus far colleges have done so little about it. Many institutions have had publicity people for twenty-five years or longer, but it is only comparatively recently that they have recognized the need for attention to other phases of public understanding and support. Each year now sees quite a number of colleges doing what we did, changing the titles of their directors to recognize the greater responsibilities.

It is difficult to set forth the requirements for success in educational public relations. Most of the workers in this field have come up through newspaper ranks. Some others have had their experience in advertising agencies and with public relations divisions in industry.¹

In the area of social work public understanding is lagging far behind current practice. The relation of social work to the public good is not so obvious as that of public education, or even police departments, and other established functions of government. Most social agencies, whether tax-supported or voluntary, in the past have been inclined to wishful thinking about the whole matter of public response. This seems to have been the pattern despite their awareness of public support for their very existence.

Although in the past the tendency of social workers has been to suppose that good work engenders good-will, periods of economic uncertainty and change in circumstances have forced agencies to recognize the importance

¹Letter from Harold K. Schellenger, Director, Bureau of Public Relations, Ohio State University, Columbus, Ohio, September 19, 1945.

of maintaining sound public relations in order to educate the people in need to the point that they will know how to obtain or how to make good use of available services. In this connection, the recent war years, more than anything else, presented a new necessity and a new opportunity for interpreting social problems, social facts, and social work to the public. With the federal government taking the lead, social and health agencies cooperated and helped initiate an all-time peak in the pattern of public relations, working together on wartime problems with chambers of commerce, labor unions, luncheon clubs, public schools, libraries, civic organizations, and other groups. For many of these agencies this was their first contact with social work and social workers.¹

Although this practice prevailed nationally, it was especially prevalent in Atlanta--this city being the headquarters for the Fourth Service Command, and one of the key cities in this area for the production of defense materials.

Thus, because of the general public response during the war years to matters of social work, welfare of human beings, and current public problems the field of social work has a new background of interest against which to work. Social agencies now have an added zeal toward recognizing the importance of acquiring necessary skills of interpretation, and are giving thought to it in their service programs, as well as in the total job of program planning.

The extent of public relations programs varies widely. A few agencies confine their efforts in this respect to the publication of an annual report and an occasional news release, while most of the larger agencies employ an experienced public relations staff and conduct carefully planned programs that include wide and continuous use of various publicity media.

For the past four years there has been a trend toward cooperative

¹Russell H. Kurtz, op. cit., pp. 346-347.

publicity. In some cases "responsibilities for public relations, as for other aspects of social services, are shared by national, regional, state, and local bodies. . . ."¹

It is important, too, that the more involved an agency becomes in its public relations practices the more increased are the responsibilities in administration.

The Present Scope of Public Relations in the Agencies' Program

The metropolitan city of Atlanta is not only a fertile spot in which to establish a business rapport but it happens to afford a comparatively varied program of social welfare that represents the three recognized areas of social work--case work, group work, and community organization. Thus, it is very convenient for the writer to pursue a study of techniques in public relations of five agencies, representing a sort of cross-section of the field of social work. . . including a school of social work which also happens to emphasize and recognize the above three approaches to the field of social work.

In any public relations program the analysis and study of the public is pertinent. Therefore, the writer has attempted to categorize the 'public' of Atlanta into many 'publics':² (1) client public--assistance applicants--veterans, defense workers, women war workers with children, and families of service men; (2) relatives and friends of these persons who always tend to judge the agency by the way it treats individuals they personally know; (3) public officials, employers, doctors, undertakers, lawyers, and representatives of special groups (including social works); (4) service clubs, civic societies, and pressure groups; and (5) the taxpayer: the average citizen.

In this connection, it is rarely possible to reach "the public"

¹Harold P. Levy, op. cit., p. 10.

²Ibid., also William Albion, Public Opinion (New York, 1939), pp. 5-17.

with any single informational device, rather, the use of various channels of communication have become more practical.

CHAPTER III

FUNCTIONS AND GENERAL CHARACTERISTICS OF AGENCIES IN THIS STUDY

The five agencies of this study have some functions which are common to each, however, there is considerable variety. One agency is primarily concerned with the group work process, one with case work, two with community organization, and one with training for social work. Likewise, there is variety in the scope of influence. For example, the School of Social Work to recruit students must direct its public relations to a national scope. Just the antithesis to this is the Community Planning Council which directs the scope of its public relations to the locality in which it operates. For the most part, in the Urban League, the Y.W.C.A. and the Red Cross the public relations activities are keyed to the local scene, except for the times that they may be featured by their national organization. Other characteristics of each agency are also noted.

The Community Planning Council

The Community Planning Council is an organization of the various health, welfare, recreation and community service agencies and departments of government in metropolitan Atlanta. It tends to serve as a medium through which these agencies and individuals may plan cooperatively to increase the quality and effectiveness of community services.

The Council takes the position that in order to do an effective job in community planning its whole program must be cemented upon sound social welfare principles; therefore, it has adopted as its goal the improvement of social and economic circumstances of human beings. This goal encompasses physical planning of a city, including streets and neighborhoods, social planning for schools, parks, playgrounds, health centers, municipal services, and emphasizes environmental factors in social problems.

There are twenty-one members of the Council's executive board of directors, including five officers and six ex-officio members. The Council's policy-making body consists entirely of its delegates, who are the executive and an officer from each member agency, totaling 144. Also, businesses, professions and institutions of the city have representation on the board.

An agency whose goal of operation extends as widely into social and welfare activities as that of the Community Planning Council could not possibly function without a definite public relations program. It is in sharp contrast to several other agencies here in the city on the community organization level in that, considering its program, the role of public relations is inevitably a normal function. In fact, the primary function of the Council is two-fold--(1) it is a fact-finding body, and (2) it is an educational agency. It feels that to embark into either of these areas without the maintenance of a sound public relations pattern would be useless.

Further emphasis at this point is mentioned in outlining the objects of the Council (as stated in the Council constitution):¹

(a) To promote the social welfare of Atlanta and vicinity through cooperative planning and coordinated services of its social welfare agencies.

(b) To secure the necessary facts by studies and surveys for sound community planning and action in a social welfare program adequate to the needs of Atlanta and vicinity.

(c) To increase the effectiveness of the work of social welfare agencies by improving the standard of service.

(d) To create a sound public opinion and increase public understanding of what is being accomplished and of what needs to be done in social welfare.

(e) To study the needs for enlargement or modification of activities of existing social welfare agencies, to encourage the creation of new agencies when necessary, and in general, to further the realization of a sound social welfare program, both private and public.

The Council firmly takes the stand that the term "public relations" involves every contact with anyone at all points; therefore, its pattern is not pinned down, but it is geared to meet the fluctuations in public opinion due to changing conditions. This type of pattern projects the use of

¹Community Planning Council, "The Atlanta Letter," February 15, 1947 (mimeographed).

research toward a better understanding of the community and, in turn, interprets the findings to the community through the combined efforts of personal service and publicity. Thus, the Council injects the use of fact-finding and personal service into its public relations program.

The Atlanta Urban League

Printed on one of the pages in an organ of the Atlanta Urban League is the following:

. . . "Community" remains an abstraction until it is thought of in terms of the groups that compose it. Community organization consists for the most part in dealing with groups, or combinations of groups within a community, and in adjusting their differences so that all may exist side by side with a minimum of friction. . . In broadest terms it is concerned with the interrelationship of groups within communities, their integration, and coordination in the interests of efficiency and unity of action.--Steiner.¹

With this in mind, The Atlanta Urban League is a social agency working primarily in the field of community organization. It is an agency for social service among Negroes. It contributes to the welfare of the city of Atlanta by working upon the particular needs of the most underprivileged, the third of the whole population, the Negro group.

This agency is one of more than fifty affiliates of the National Urban League; it is a member agency of the Community Planning Council (mentioned earlier in this chapter); and it receives most of its funds from the Atlanta Community Chest.

The League's board and committees bring together white and Negro citizens who are interested in the needs of the Negro segment of the population to provide channels of cooperative action which contribute directly to social welfare of the group and to the entire population.

The League's purpose is further explained as follows:

To encourage, assist and engage in the improvements of economic, industrial, social and cultural conditions of the Negro population.

To discover community needs affecting Negroes and to interest individuals and groups in undertaking to meet them.

¹The Atlanta Urban League, "Timeless." Annual Report, 1945, p. 1.

To coordinate and cooperate with existing agencies and organizations to further its aims.

To promote the improvement of race relations and to further cooperation of all groups in behalf of the common welfare.¹

To carry out this purpose the League's over-all program may be referred to as "the task of preventive social work," which is an organized plan to meet the present and changing welfare needs of the people in its community. These needs conveniently fall into four areas: education, health, recreation and employment.

There are about four sections in the city in which these needs are critical and in which the League has given the most of its attention. They are congested blighted sections in which the residents die faster than they are born. For the most part, the people are workers who do the heavy, dirty work, have the lowest wages and the least opportunity for training and advancement. These facts suggest two things: (1) they indicate the field of operation of the Urban League, and (2) they suggest various types of 'public' to be understood by the League and to whom interpretation of the League's program is necessary.

Like the Community Planning Council, the League is basically a community planning agency, although its scope of planning is confined to the Negro community as it relates to the entire city of Atlanta. Being a planning agency it could not afford to operate independent of public relations practices, as actually the integrity of its purpose is made acceptable to the people only through public opinion.

Included in the agency's public relations pattern is the performing of surveys and investigations, along with the responsibility for presenting to the public the findings of such investigations. For instance, the League has provided factual information throughout the past year to interested agencies in the community based on a research study that it did in 1944. The

¹Ibid.

study referred to is called the "Report of Public School Facilities for Negroes in Atlanta" which was published in the same year. The contents of this study has been the basis for the work done by the Citizens Committee on Public Education in promoting understanding of the need for improvement in public schools for Negro children. In addition, the League prepared releases for the Citizens Committee designed to create supporting public opinion for a special financing program to be provided for the schools.

The example just given was in the area of education, but programs of interpretation have been presented for improvement also in areas of health, employment, and recreation.

As a broader perspective of the research phase in its public relations pattern, the League works very closely with the research centers at Atlanta University, the Social Science Institute of Fisk University, and the National Urban League.

The League engages in cooperative publicity with other social welfare agencies in the community. As an example, the League participated and furnished staff assistance in activities performed by the "Continuing Community Council" which was organized by the Executive Committee of the Negro Division of the Community Fund Campaign. This Council was organized for the following reasons: (1) to plan and promote a year around program of education and interpretation of the social services existing for Negroes in the community; (2) to give information as a basis for lay participation in the various agencies; (3) to point out further needs for social services within the community; and (4) to assist in the planning of money-raising activities during the Community Fund Drive.

The responsibility for doing the publicity job falls upon several people. Actually, the job is done by: (1) lay personnel, who function on various committees; (2) a committee of staff personnel; and (3) the executive director of the agency.

Noteworthy in this respect is the fact that the League conducts a "public relations workshop" composed of these personnel, along with staff personnel of other social welfare agencies for Negroes in the city. It is here that both staff and lay personnel are taught to recognize the importance of interpretation and education from two standpoints: (1) the matter of interpreting the agency to the 'public' community, and (2) the matter of analyzing and interpreting the various 'publics' to the agency. Other agency executives are brought in from time to time who discuss the value of attitudes in a healthy public relations program. Also, occasionally, services are secured from a commercial advertising firm, in which the expert contributes to the work shop certain techniques and skills applicable to a good publicity program.

The Atlanta University School of Social Work

Appearing on the cover of its 1945-46 bulletin, about one inch from the top in a rectangular white border, is an attractive two line inscription, printed in a silver color with a tomato-red background, which reads as follows:

ATLANTA UNIVERSITY
SCHOOL OF SOCIAL WORK

Also, appearing under this is a picture of a healthy, robust man with his fists clinched tightly and one arm stretched forward, showing every muscle well developed, as though he were in perfect condition for a fight. Then, at the bottom of the cover written in two lines is the following:

"More Than a School--a Promotional
Agency for Social Work"

To most any person, particularly, with an undergraduate background and an interest in the social sciences, this sort of attraction would have to draw attention. . . especially after turning the cover to see the same identical statements heavily imprinted with a white background on the first page.

To a person knowing very little or nothing about the field of social work nor about a school of social work, the above statements might pose the following questions: (1) What sort of school is this that is more than a school? (2) What is a promotional agency for social work? (3) What is social work?

Social work attempts, as it has always done, to provide material assistance for persons who are in economic distress; it aims at helping such persons individually to adjust to their economic and social environment; it is concerned with psychological problems that cause or affect poverty, illness and crime. Social work is "interested in raising standards for the entire community, and in recent years has emphasized the desirability of better housing, enlarged and improved health, education, and leisure-time facilities."¹

"Probably no other factor is so important to the future of social work, from both the angle of the complete achievement of professionalism and that of efficiency of service to society, as academic and vocational preparation"². . . this is the function of schools for social work.

The Atlanta University School of Social Work, in this respect, endeavors to give its students the theoretical knowledge and practical experience in the philosophy, psychology and techniques operative in the field of social work as applied in the three main divisions of the field: (1) service to families or individuals, (2) service to groups, (3) service to the community.³

In addition to courses offered in the general field of social work the School offers special courses designed to aid the students in dealing with racial minority groups. The School has also revamped certain courses in community organization and industrial problems which prepare its graduates to treat such problems that are becoming acute during the reconversion

¹ Esther Lucile Brown, Social Work As A Profession (New York, 1942), p. 15.

² Ibid.

³ Atlanta University School of Social Work, Bulletin, 1945-46, p. 5.

period.

The School has adopted the policy of obtaining worthwhile jobs in social work for its graduates as an important function of the institution. A definite campaign of recruiting jobs for its graduates is carried on throughout the year. Through this policy many opportunities for employment are created in communities where Negro social workers have never been employed before. The employment of one person in such communities is often followed by the employment of others in the same localities. This practice involves the satisfaction of many relationships, and as such becomes an important part of the public relations pattern of the institution. Metaphorically speaking, the product is not merely known by the name of the firm that manufactures it, but the firm becomes more widely renown through the service that its product is able to render. Therefore, the job placement policy of the School becomes an example of a double approach in the practice of public relations.

While the School does not offer courses in publicity for social work as such, it recognizes the growing demand for good public relations practices. Emphasis on interpretation and method publicity is given in courses in case work, group work, community organization and social work administration. Various methods of publicity are stressed as a medium of making the public conscious of certain needs in the community and arousing social action; in this respect, public relations is emphasized as a part of the process of community organization.

Since many social agencies devote themselves to surveys and investigations, along with the task of presenting to the public the findings of such investigations, the School offers courses in techniques of investigation, statistics and thesis seminar, all of which are a useful technique in public relations.

Another part of the program of the school is the offering of field

work training in social welfare agencies throughout the country on a full-time basis for one semester. Through this plan the students get an opportunity to coordinate theory with skill and also develop a sort of feeling for social work. Teachers make personal visits to agencies in various cities in order to interpret the School's educational program and to secure first hand information about the agencies' program. This creates a unique position in the School's scheme of public relations, for its program of social work education is furthered through a three-way interpretation of student, agency supervisor, and teacher contacts.

The School does not have a department of public relations which carries out a distinct unit of work apart from its educational program, but it has developed a program of education for social work which embraces several sound practices that relate to public confidence and goodwill.

Likewise, the School releases an enormous amount of publicity. It also engages in programs of cooperative publicity with Atlanta University, the American Association of Schools of Social Work, and several other organizations.

The Y.W.C.A. (Phyllis Wheatley Branch)

The blue triangle of the Young Women's Christian Association symbolizes round the world development of character, mind and physique through a constructive program of work, play, fellowship and worship.

With endless faith in its Christian principles, the Y.W.C.A. believes that the women and girls it serves must develop their own characters through the finest expression of their faiths.

A character building organization on the local scene echoing these same principles is the Phyllis Wheatly Branch of the Y.W.C.A. Through its inclusive and constructive program of helping individuals and groups to live happier, more complete, more useful lives this agency is helping to build the kind of character in the kind of people who will bring about the kind

of communities we would like to see in a better world.

Every activity of the Y.W.C.A. is motivated by its Christian purpose: "To build a fellowship of women and girls devoted to the task of realizing in our common life those ideals of personal and social living to which we are committed by our faith as Christians."¹

The implications of this purpose are far-reaching, for its aims involve the process of developing human personalities into healthy active citizens. Citizens become healthy and active in this country only through the education of the conceptions and practices of democratic methods. The Phyllis Wheatly Branch of the Y.W.C.A. recognizes the democratic approach in its undertaking of trying to develop young women into healthy, active citizens.

As a method of attack to this problem the "Y" has developed a flexible and inclusive program that promotes activities designed to include various age levels of the people in the community. The agency recognizes the uttermost importance of the use of volunteers in carrying out its objective. In order to do an effective job in the matter of interpretation to the public the agency has organized a Volunteer Leadership Training Committee that has the responsibility of helping to train new volunteers in its philosophy, policy, and basic principles, and who in turn will re-interpret them to the community.

In every department the programs are well planned and are adapted to meet the changing needs of its constituents. The program directors and their committees who have over-all concern for women workers, home women, and girls in school, set goals for increased membership, more group activities, and membership participation. They concentrate their efforts on education and wider interpretation. In this connection, there is no limit to the agency's cooperative and goodwill services to churches, schools, and

¹Phyllis Wheatley Y.W.C.A., "An Abundant Life." Leaflet, p. 2.

numerous clubs and civic organizations.

The "Y", too, recognizes the value of carefully planned publicity in keeping the public educated and informed about the nature of their work. The publicity committee shares this responsibility along with members of the staff and the executive director in which various publications are got out periodically.

The agency also engages in cooperative publicity with the community chest and the National Y.W.C.A.

The matter of fact-finding is of particular significance in its public relations scheme. The agency conducts an occasional survey of prevailing critical needs of the community. The facts are made known to the staff and volunteer leaders of the agency. The facts are also studied and evaluated with other agencies in the community with a view to work up a program of educating the public as to certain critical needs. The "Y", also, is served with facts about the community by the Urban League, the Community Planning Council and the Y.M.C.A.

The Atlanta Chapter of the American Red Cross

The Atlanta Chapter of the American Red Cross, having just completed the greatest war time program in its history, will always be remembered (among other things) for its outstanding service in the collection of blood donations in accordance with the National Red Cross blood donor campaign which climaxed with the year of 1945.

After V-J Day in 1945 the total volume of services increased, but with a heavy concentration of certain services such as home service, social histories, family adjustments, housing, claims and numerous other services during the military transition period. With emphasis on services to the hospitalized and disabled, services have also increased in Canteen Corps, and the Camp and Hospital Committee. This is but a brief outline of the

services of the Chapter, for it really does a tremendous volume of welfare services. On the other hand, "the gretest single handicap of the year has been the lack of sufficient number of trained and experienced case workers."¹

The year 1946 was the year of transition from a wartime to a peacetime program of the Chapter from an administrative viewpoint. The consideration of the postwar critical needs in the various "categories of the public" of Atlanta (mentioned earlier in this chapter) necessitated a reorganization of the paid staff. Increased emphasis was given to the information and educational phases of the Chapter's program.

The Office of Public Relations functions most effectively in this part of the agency's program. This office has a two-fold responsibility: (1) that of maintaining friendly relations between the Chapter and the public; and (2) maintaining cordial relations between the Chapter's services and the press. To achieve the desired results in contact work and publicity all available media are utilized.

The Office of Public Relations is manned by a specialized staff that thoroughly understands the general program of the agency and all of its services. The office is expected to ease the burden of the various departments by developing the goodwill of the community through the proper education and interpretation of all of the agency's welfare services. All services receive good publicity, special emphasis being given according to a year around publicity time table.

Publicity is sent to the daily newspapers as well as to the suburban weeklies. Regular weekly radio programs are maintained and special programs and spot announcements are supplied to radio stations when Chapter services require special publicity.

The office furnishes ideas and properties for window display, works with feature writers and provides materials for various articles on Chapter

¹The Atlanta Chapter of the American Red Cross, "Annual Report," 1945, p. 1.

activities.

The Director of the Office of Public Relations attends the National Red Cross Convention and is present at all sessions pertaining to public relations and information.

During the year this office supplies displays and exhibitions to various organizations, conventions, and fairs.

A noteworthy example of a combination of personal service, first, and a public relations gesture, second, is seen in the well known local Winecoff Hotel disaster in 1946. The public relations staff assisted the Home Service Department in answering telephone calls, making personal inquiries and in compiling the master file. Statistical reports were furnished to the newspapers and radio stations on the number of persons dead, hospitalized and safe. The final list of the dead was sent to the coroner's office for use in making the legal record.

All the local, state and national publicity on the Winecoff fire and the activities of the Atlanta Chapter, has been compiled in scrapbooks of clippings and photographs for the permanent library.

The Atlanta Chapter engages in cooperative publicity with the National Red Cross. Reports, literature, films showing various activities of the Red Cross, publicity kits, and other materials are sent to the Atlanta Chapter . . . articles, reports, publications and photographs are sent to the National Headquarters for national publication.

The Chapter also engages in research, for through the medium of fact-finding it is better able to interpret to its staff certain conditions and needs of the community and gear its program to meet these needs. In this connection, the Chapter also uses fact-finding materials provided by the Community Planning Council.

CHAPTER IV

THE RELATION OF RESPONSIBILITIES IN ADMINISTRATION AND PUBLIC RELATIONS PRACTICES

Program Planning

The purpose of the various agencies in study can be boiled down to a common denominator--the matter of meeting certain critical unmet needs in the community of Atlanta. However, each agency may have its pronounced areas of operation in which certain needs exist, and each agency may have its own method of approach. The success with which these agencies will meet in their undertakings depends upon understanding. Understanding is about half of the battle.

The responsibilities for understanding rests within the administrative brackets of each agency. The board and executive staff should have complete understanding about the needs and resources of the community and the function and program of the agency. This type of understanding is basic to program planning.

Agency administration also has the responsibility of getting the public to understand its program in order to secure the response and participation desired.

In agencies like the Community Planning Council and the Urban League, whose program is to create a sound public opinion and increase public understanding of what is being accomplished and of what needs to be done in social welfare, the responsibility comes under both headings of administration and public relations. Here the responsibility for program planning is in the hands of the executive staff, but the carrying out of the program is contingent upon public relations practices.

Many readers are more interested in people than in ideas, plans, and elections; therefore, an agency in planning its program activities might assume the responsibility of connecting certain activities with personalities,

as it may provide good material for agency publicity. The Atlanta University School of Social Work, the Red Cross, and the Y.W.C.A. use this technique rather frequently. As an example the following story appeared in the Atlanta Journal, May 25, 1945:

Every member of the volunteer corps of the Atlanta Chapter, American Red Cross, is requested by Mrs. Floyd W. McRae, chairman of volunteer special services, to assemble in uniform tomorrow at 1 o'clock on Peachtree Street between Cain and Harris Streets, to form an honorary review for the return of Gen. Courtney Hodges. Red Cross volunteers will be grouped by corps along the entire block, and women are requested to report to the standards of their various services.

Publicity and Research

The matter of research will be discussed only from the standpoint of its relation to administrative responsibility, since its relation to publicity is appropriately included, because of its importance, in each agency's program as discussed in chapter three of this thesis.

As has been indicated already all of the agencies in the study make use of and engage in research to some extent, at least. Research leads to the discovery of new principles, new facts, new relationships, and new values. When these have been established they become the basis for social planning; and planning is an administrative function and involves setting up a program to meet certain critical needs heretofore not met.

The Community Planning Council does a tremendous amount of continuous research, as fact-finding is the basis of its planning. With the exception of the Urban League, the other three agencies do considerably less research.

At any rate, even a research project calls for planning. Such a project calls for personnel to perform the job, the necessary materials to perform the job, and usually some degree of funds have to be allocated.

Also, planning of revisions or additions to the over all program is either done simultaneously with the research program or after the

research program has been developed. Likewise, consideration must be given to the proper publicity and interpretation to the public as to the direct results of the research, or to the new activities within the over-all program based on the results of the research. All of this is administrative responsibility.

Personnel In Public Relations

The success with which an agency meets its obligation depends, in the main, on the available personnel to do the job; and more often than not, the size of the personnel staff is dependent upon the size of the agency budget. For example, in 1946 the Red Cross, operating on a budget of more than \$830,000, could afford to spend more than \$4,000 for publicity alone--to say nothing of the items under the broader heading of public relations. The responsibility for publicity is delegated to its Office of Public Relations, which has a director and staff.¹

The Community Planning Council, being connected with the Atlanta Community Chest, also secures the services occasionally of the publicity director and staff of the Chest in preparing materials or in doing a publicity job. The Executive and Associate Directors have the main responsibility for the administration and publicity in the Planning Council.

In the Atlanta University School of Social Work the publicity job is done by the Director of the School and a staff member who performs other duties.

The Urban League assigns the publicity responsibility to (1) a committee of both lay and staff personnel, and (2) to its executive director.

In the Y.W.C.A. the publicity job is transacted by either a department head or the publicity committee with the assistance of the executive director.

¹During the year 1946 the Office of Public Relations was called the Office of Public Information, however, this is no indication of any change in function.

It must be noted then, that, in all of the five agencies except the Red Cross, the publicity assignment is performed concurrently with other duties. In the case of the Red Cross it is included as a part of the job of the Office of Public Relations and is a normal function of a qualified director.

Nevertheless, in each of the five agencies the public relations program in its broadest sense is keyed to utilize all of the available public relations skills in the agency. Each agency recognizes the view that every staff and volunteer member in the performance of his daily work is a public relations representative of the agency.¹

Budgeting and Bookkeeping

Budgeting and bookkeeping are important administrative functions in all agencies. Although the two responsibilities are seldom done by the same person, the executive director does the budgeting and the job of bookkeeping in the smaller agencies is usually done by the director's secretary, while the larger agencies employ a bookkeeper on a full-time basis.

In all of the agencies, except the School of Social Work and Red Cross, the year's budget is drawn up by the director and has to be approved by each agency board of directors and by the Community Chest. Budgets in all of the agencies include stipulated appropriations credited to public relations or to publicity.

The system of bookkeeping is quite important and should be done in a simple and complete manner. For instance, the Office of Public Relations of the Red Cross itemizes its expenditures, keeps a monthly entry of so many column inches of printed matter, so many square inches of photographs, and so on; at the end of the year it tabulates all of this and is able to give a complete statistical report to be included in the Chapter's annual report.²

¹The School of Social Work has no volunteer members.

²See Table 1.

In the case of the other four agencies, who have no separate department of public relations, but whose public relations practices are carefully integrated into their over-all program, each agency's system of recording includes a familiar classification under which the essential services and expenses of a familiar classification under which the essential services and expenses of a publicity nature are itemized.

TABLE 1

A STATISTICAL REPORT OF VARIOUS PUBLICITY MEDIA
USED BY THE OFFICE OF PUBLIC RELATIONS OF
THE ATLANTA RED CROSS, 1945

Type of Publicity	Number
Column inches of printed matter--news-papers and house organs	9,756
Sq. inches of photographs	9,549
Sq. inches of sponsored advertisements.	8,152
Radio programs on local stations.	132
Local radio spot announcements.	670
Letters to newcomers, Red Cross Volunteers and families of servicemen.	2,322
Letters to discharged servicemen.	3,235
Persons reached through movies, talks, and safety programs	10,875

The foregoing chapter has indicated the scope of public relations as it relates to the total function of each agency . . . pointing out an increase in practices in public relations and their relative importance to the agency's program. Nevertheless, the extent of administrative responsibility, in the main, depends upon two things: (1) the size of the budget, and (2) the degree to which the agencies are willing to risk effective public relations practices--in consideration of the job to be done. Other responsibilities--say program planning, publicity media and research, personnel to do the job, budgeting and bookkeeping--are contingent automatically on these two factors.

CHAPTER V

TECHNIQUES IN PERFORMING THE PUBLIC RELATIONS JOB

Comparison of Publicity Media Employed

This chapter could appropriately be titled "techniques of communication," for public relations, among other social processes, is affected by methods of communication.

TABLE 2

CHANNELS OF COMMUNICATION USED BY FIVE AGENCIES
TO MAINTAIN PUBLIC RELATIONS DURING 1945 AND 1946

Break-down	Planning Council	School of Social Wk.	Urban League	Y.W.C.A.	Red Cross
<u>Publications</u>					
Pamphlets	x	x	x	x	x
Surveys and research studies	x	x	x	x	
Annual Reports	x	x	x	x	x
Newspaper stories	x	x	x	x	x
Periodicals	x		x		x
Magazine stories		x	x	x	x
Picture publications		x			x
Newsletters	x			x	x
Form letters	x		x	x	x
<u>Display Advertisement</u>					
Newspaper		x		x	
Magazine		x			
Posters	x	x		x	x
Cartoons					
Bulletin board		x		x	
Exhibits			x		x
<u>Radio Features</u>					
Announcements					x
Appeals	x				x
Dramatic skits					x
Musical programs				x	x
<u>Screen Features</u>					
Announcements			x		x
Appeals					x
Dramatic skits					x
Cartoons					
<u>Public Appearance Programs</u>					
Public speaking	x	x	x	x	x
Community programs	x	x	x	x	
Festivals					
Forums	x	x	x	x	
Musical programs				x	
<u>Group Programs</u>					
Club meetings	x	x	x	x	x

TABLE 2
(Continued)

Break-down	Planning Council	School of Social Wk.	Urban League	Y.W.C.A.	Red Cross
<u>Group Programs</u>					
Club luncheons	x	x	x	x	x
Club programs	x		x	x	x
Socials	x	x		x	
Forums	x		x	x	
<u>Goodwill Services</u>					
Visits	x	x	x	x	x
Active participation in other affairs	x	x	x	x	x
Membership in various organizations	x	x	x	x	x
<u>Individual Contacts</u>					
An influential friend . .	x			x	x
A client				x	x
An acquaintance	x			x	x
A new friend				x	x
A sympathizer	x			x	x
A co-worker	x			x	x
A board member	x	x	x	x	x

In a conference with each executive of the five agencies in study, the writer submitted an original break-down of channels of communication through which information reaches the public and through which public relations is developed and maintained. Each executive was requested to check those methods used by his agency during 1945 and 1946.

There is a heavy concentration of checks in the first two divisions of the break-down which indicate two things: First, it indicates that all five agencies employ the use of printed materials as their main media of publicity. Second, the agencies either consider the public more readily contacted through printed publicity than by other media, or they gain more effective results.

The agencies admit that they print more copies of their individual house organs than they do any other type of publication indicated in the break-down in Table 1. Therefore, for comparative purposes the total numbers of printed copies of the annual report and a monthly publication of each agency are presented in Table 3.

TABLE 3

THE NUMBER OF PRINTED MONTHLY AND ANNUAL
PUBLICATIONS OF FIVE AGENCIES, 1946

Agencies	Number of Copies Printed		Number of Annual Publications Printed
	Monthly	Total 1946	
Total	8,000	76,000	17,000
School of Social Work . .			5,000
Urban League			5,000
Red Cross	4,000	48,000	4,600
Community Planning Council	1,500	18,000	2,000
Y.W.C.A.	2,500*	10,000	400

*Printed quarterly

Annual reports, for a long time the only means of informing the public about agencies' programs, still have an important place in the program of publicity. At the same time, other house organs such as monthly publications are growing in their popular use and often contain information that would not go into annual reports. From Table 3 a total of 83,000 monthly and annual publications were printed by the five agencies in 1946, including 17,000 annual publications alone. The Red Cross and the Community Planning Council printed 66,000 copies of monthly organs for the year, excluding the 10,000 copies of a quarterly publication published by the Y.W.C.A. Thus, the grand total number of copies of house organs printed by the five agencies equals 93,000 for the year 1946.

The above figures pertain only to the publications indicated in Table 3 and do not include pamphlets, research studies, newspaper stories, periodicals, magazine stories, picture publications and a galaxy of other printed materials as are indicated in Table 2.

Comparison of Major Purposes and Aims
of Media Most Frequently Used

In discussing some of the major aims and purposes of various publicity media it should be pointed out that the extent of production and methods of printed materials used fall within the reach of a modest budget for

printing and the ordinary ability of the writers of each agency. Considerations should also be given to principles of time and thought in planning; these are important requirements in the preparation of good publicity.

House organs are sent out by all of the agencies to members, givers and potential members. They are sent to people many times on the risk of soliciting their sympathetic understanding in the agency's work, to solicit their gifts of money, or they may serve the purpose of promoting friendly relations or maintaining goodwill.

Annual reports keep the agencies' supporters in touch with the organization. In most instances, their purpose seems to waver between being a progress report which includes budgetary expenditures and an explanation of aims and purposes of the agency.

The annual reports of the Red Cross and the Y.W.C.A. include a long list of names of participants and volunteers who have been elected as officers and are functioning very efficiently in the various clubs and activities within the agency setup.

In this connection, however, the Community Planning Council uses a different type of psychic approach. Both the annual report and the monthly publication (The Atlanta Letter) is published in the form of a personal letter sent to each of its readers. This form is accepted by the Council on the basis that (1) it is more personal and gratifying to both the reader and the giver than the appearance of his name in a report, and (2) it carries with it a sort of feeling of being a letter of thanks which tells him something of what his gift or service has accomplished.¹

A further examination of house organs is revealed in an attempt to estimate and compare the circulation of monthly and annual publications of the five agencies in 1946, as shown in Table 4. Here the method of calculation is based upon the newspapers estimate of the average number of readers

¹Statement during conference with the Executive Director.

in this section which is between four and five persons per copy.¹ However, since a few agency executives agree that four readers per copy is a fair estimate for their publications, the writer in accepting this more conservative figure, estimates the circulation from the number of printed copies shown in Table 3.

TABLE 4

ESTIMATED CIRCULATION OF MONTHLY AND ANNUAL
PUBLICATIONS OF FIVE AGENCIES, 1946

Agencies	Estimated Circulation Monthly	Estimated Circulation Annually
Total	32,000	58,000
Urban League		20,000
Red Cross	16,000	18,400
School of Social Work .		10,000*
Community Planning Council	6,000	8,000
Y.W.C.A.	10,000**	1,600

*The Bulletin is mostly mailed out upon request.

**Published quarterly.

Copies of the Annual Bulletin published by the School of Social Work are sent to various colleges and universities, libraries, and various social work organizations, but for the most part, the bulletin is mailed out upon request. Therefore, the average number of readers per copy, in this case, is estimated as being two.

The bulletin is really a catalogue setting forth the requirements for admission for modern social work training and degrees. It is the main publicity organ of the institution. It gives the reader a clear perspective of the content of the field of social work, giving a description and outline of the various courses in the curriculum for preparation in the field.

The purpose of the bulletin is to promote social work through publicizing and explaining the courses in the school's curriculum as they

¹Verified by the circulation manager of the Atlanta Journal, the Georgia Press Association, and the head of the Department of Journalism, Emory University, Atlanta, Georgia.

relate to preparation for the profession of a social worker. Its aim is to interest and encourage qualified college graduates to make application for admission to the School for professional training in social work.

The "Community Resources Directory" 1946-47, a book of seventy pages, published by the Community Planning Council, is a compilation of all the community resources in the Atlanta area. Its purpose is two-fold: (1) to serve as a resourceful reference to the multitude of social agencies in this area; and (2) to promote greater knowledge and understanding of community services. It lists non-profit, community-wide organizations, giving a description of each, arranged alphabetically. An example is the following:

SOUTHERN REGIONAL COUNCIL, INC.

Room 432, 63 Auburn Avenue, N.E., Walnut 7963, Walnut 1821

President: Paul D. Williams

Executive Director: Guy B. Johnson

Established 1944. A private organization supported by dues and contributions from members. Seeks to obtain through research and action the ideals and practices of equal opportunities and the improvement of economic, civic, political and educational conditions for the good of all peoples in the South.

The Community Planning Council also publishes a "Recreation Guide," a booklet containing information of a publicity nature about special recreational programs to be operated by the youth serving agencies during the summer. The purpose of this booklet is described in an appeal to leaders of youth--to promote wholesome recreational activities which will provide experiences in cooperation and training for good citizenship, and to encourage boys and girls to participate in the various programs described. An example of one of the activities listed is the following:

BOARDING CAMPS

CAMP J. K. ORR-- Lovejoy, Georgia, operated by Boy Scouts (a Community Fund supported agency); Open to Registered Scouts only (Negro); Registration-- open until one week before end of season; Cost-- \$7.00 per week; Opening Date--June 16 (will be operated for 4 weeks); For Further Information call Boy Scouts, Wa. 0187, Ralph C. Robinson, Camp Director.

There is almost no limit to the number of leaflets, handbills, folders, pamphlets and booklets used by all of the agencies during the past two years.

The Atlanta Urban League published "A Report of Public School Facilities For Negroes In Atlanta" in pamphlet form, even though the findings and recommendations had already been released to various newspapers. The use of the pamphlet served two advantages: (1) the material was much more amplified in the pamphlet than in a report through the newspapers; (2) tables of supporting figures and diagrams showing detailed comparisons were used in the pamphlet, making it useful to citizens who wished to understand the details of the investigation.

Newspapers rank first in importance among the media most frequently used for the distribution of news and opinions to large publics. This is perhaps accountable to the reading habits of a large percentage of the population in the metropolitan community of Atlanta.

While news editors' views vary as to what constitutes news value, the following item, titled "Atlanta Population Now 333,000 Is Estimate of Planning Council," is a general interest item, but is also a special interest item to business organizations and to social and welfare agencies:

. . . based on reliable estimates and the extension of curve of population expansion, 1930-40, according to the Council, the city's 333,000 population as of July 1 represents an increase of 30,712 or 10.1 per cent since April 1, 1940. . . .

Editorials grow out of the news. More often than not the readers of editorials believe in the soundness and opinions of the editor. In an editorial excerpt of the "Atlanta Constitution" the editor supports the Red Cross donor program in a unique style of appeal:

FRANK R. EVERSOLE, OUR MAN OF THE WEEK.--This is to nominate Frank R. Eversole, 645 Woodland Avenue, S.E., as Atlanta's Man of the Week. . . or may be even of the month or year.

Mr. Eversole this week gave his 16th pint of blood to the local Red Cross Blood Donor Center, thus becoming the city's first two-gallon blood donor.

. . . The giving of blood is neither painful nor injurious. The fact that more of us aren't in the same patriotic classification as Mr. Eversole is solely because we have suffered from apathy and lack of will.

The need for blood is a continuing and growing one. Huge quantities of plasma were lost in the recent Nazi counter offensive. More and more will be needed as the war grows in ferocity and our casualty lists continue to lengthen.

There has been a commendable response to appeals of the local blood donor center in recent days. . . . Never must it be said that a single American boy lost his life because of any shortage of plasma.

As the School of Social Work has a placement program for its graduates, an enormous amount of publicity including pictures is used in connection with the placement of graduates in various social work positions in the different sections of the country. This type of newspaper publicity not only serves as a medium for advertising the School but it also serves as a technique of promoting social work, as is demonstrated in the following item which appeared in the "Atlanta Daily World:"

Four Social Work Graduates on Red Cross Foreign Duty.---Four graduates of the Atlanta University School of Social Work have been accepted by the American Red Cross for overseas service.

Seven other graduates of the school have been interviewed by the Red Cross office in Washington and are expected to be accepted for overseas duty.

John binford Smith, a graduate of the Atlanta University School of Social Work and a resident of Detroit, is now in Washington where he is being trained for Red Cross work in war zones. Other graduates of the school now with the Red Cross in overseas capacities are Mary Divers, Magnolia Latimore, and Geraldine Ross.

Red Cross workers are paid \$250 a month while in training and receive \$250 a month plus full maintenance while in overseas service.

Continuous use of publicity in some form is the job of the United Negro College Fund of which the School of Social Work is a participant. Among other styles of newspaper releases used for wide coverage, this organization also urges continuous use of suggestive "filler" material in the various editions of more than a hundred different publications during the period of the fund drive. A few examples of these fillers are as follows:

GIVE TO THE UNITED NEGRO COLLEGE FUND.
GIVE NOW TO THE UNITED NEGRO COLLEGE FUND.
NOW'S THE TIME TO GIVE TO THE UNITED NEGRO COLLEGE FUND.
SUPPORT THE UNITED NEGRO COLLEGE FUND.
DID YOU GIVE YET? UNITED NEGRO COLLEGE FUND.

CHAPTER VI.

THE EFFECTIVENESS OF THE AGENCIES' PUBLIC RELATIONS PROGRAM

Some Results of the Agencies' Work

This study does not attempt to compare the results of the various publicity media used in the five agencies in terms of a definite standard measurement; however, a few demonstrations of worthwhile accomplishments in each agency will be presented in which certain techniques in public relations played an important and useful role.

Research and Community Study

A public relations agency from a social work point of view is the Community Planning Council. Through continuous research many community needs are discovered. Publicity about the needs and recommendations are provided through meetings, talks, and various publication media. A few of the worthwhile projects of the Council are: (1) educational tours in blight areas of urban communities, (2) studies of physical and population characteristics of Atlanta neighborhoods, (3) publications: "The Atlanta Letter," "Community Resources Directory," "Personnel Study of Atlanta Agencies," and "Summer Camp Directory."

The Urban League, also a community planning agency, includes in its public relations pattern the conducting of fact-finding projects, which is basic to its general program of education and community action. The current post war building program for Atlanta public schools which offers new hope to Negro school children is tied in with the results of a project in which the League participated. Among other projects in which the League has been actively engaged was the citizens registration campaign conducted prior to the holding of the 1946 democratic primary. Through its Citizens' Committee it mobilized various channels of public opinion, such as the press and the use of speakers in club and community mass meetings, to educate the public

to the point of realizing the importance of voting, and when and where to register.

The School of Social Work, a professional institution, has developed a program of public relations which is incorporated in its program of education. Since so many months of professional training on an interne basis is required, the institution assigns its students to agencies scattered in various states. Many agencies express their appreciation of being brought closer to current professional training, due to this practice, and include a program of training in their set-up. As a result, many agency standards are being raised in order to meet the professional standards of the School.

Much favorable publicity for the School comes from various cities where students are assigned for field work, and often results in new placement opportunities of graduates by the School. Some new field in which there is a growing number of placements during the past two years are the following: social work with veterans, rehabilitation and relief of displaced persons in Europe, health education in connection with venereal disease, personnel counselling in industry, management personnel for public and low cost housing projects, and social service with migratory labor.

In the Y.W.C.A. a survey of 1247 families in four different neighborhoods was conducted which helped tremendously in planning an enlarged program of decentralized activities and has resulted in setting up an extension work division headed by a supervisor and a staff of assistants.

Also, a study and planning for summer activities resulted in the sponsoring of day camps and vacation schools in various areas of the city which netted the highest enrollment of such activities in the history of the Y.W.C.A.

Financial Drives

In a building fund drive for the erection of a new structure with

standard facilities for residence, health, education, recreation and food services, the Y.W.C.A. raised a total of \$43,000 in cash and subscriptions. The 1945 membership campaign total \$2,647 which brought Phyllis Wheatley to the rank of leading the nation of "Branches" in terms of memberships.

A statement in the 1945 "Annual Report" indicates some results of the work of the Red Cross:

The support of the Red Cross by the local community during 1945 has exceeded that of any other year, not only in financial contributions and volunteer assistance, but also, in the recognition accorded the policies of the Red Cross and the broad humanitarian services performed in obedience to those policies.¹

Client and Patron Participation

Thousands of veterans or their families are recipients of services of the Red Cross. A very attractive folder distributed by the Atlanta Chapter outlines ten points of Red Cross service to veterans:

1. Files Pension Claims for veteran and dependents. Assists in obtaining necessary evidence to establish eligibility. Assists veteran in getting copies of important legal documents, statements of private physician's findings and in making affidavits.
2. Renders financial assistance, where necessary, pending settlement of government claims.
3. Assists in problems of war insurance, such as reinstatements, conversions, etc.
4. Assists in application for hospitalization and domiciliary care.
5. Advises concern G. I. Bill of Rights and helps in execution of necessary application forms.
6. Counsels veterans concerning local welfare agencies where he may obtain medical vocational, financial and other services which he may not be eligible to receive from Red Cross.
7. Supplies home condition reports when requested to Medical Staff of Veterans Hospitals.
8. Assists veteran in securing legal advice through Legal Aid Society and other sources.
9. Maintains communication service for veterans and dependents.
10. Red Cross handles emergencies, individually, giving all possible aid in such cases.

An excerpt from the monthly organ (The Chapter Report) indicates another type of service to veterans in a very urgent appeal:

¹The American Red Cross (Atlanta Chapter), op. cit., p. 1.

Need Nurses Aides.--'Twenty-five hours a day, eight days a week!' That's the schedule on which Mrs. C. C. Aven, new chairman of Nurses Aides Corps, reports that nurses aides are needed at Lawson Hospital. Each nurse now has from two to three wards to look after, and so desperate is the shortage of nurses, that the hospital is turning away veterans in need of treatment. . . .

Techniques Used to Remove Popular Misconceptions or Unfair Criticisms

In a personal conference with each agency director the writer made known the fact that all agencies at some time or another are inflicted with popular or unfair criticisms by the public concerning the policy or function of the agency, or concerning the manner in which certain things are carried out. Oft times these criticisms are unfair or may be due to misconceptions, but through the contagious influence of public opinion they may block community support. In the conference each director was asked to indicate one such criticism, and also to indicate what motives or appeals were used to remove such a misconception or criticism.

An unfair criticism concerning the Community Planning Council is that it is too liberal--it is regarded as being too much to the left, especially on issues or points of view pertaining to housing, race problems and the like.

It is felt that this criticism is due to the lack of understanding of agency policy and function. The methods used to combat this misconception are as follows: (1) the director has worked on the agency board, which has done a very important job in interpreting agency policy to the community, and vice versa; (2) lay people have taken the lead in certain projects; and (3) improving the publicity of the agency has helped considerably.

Communism is quite a current issue during the present reconversion period. The charge of being communistic is not only a fad but it is very often a misnomer, especially when applied to an individual, a group, or an organization that exhibits any type of attitude or tendency contrary to

fascism. A charge of this kind spreads like wild onions in the winter time among people who cannot even tell you what communism is. An Atlanta Fund contributor, in submitting his check for five dollars to the Community Chest, also included a recommendation that the chest not support the Urban League which he charged as being a communistic organization. The said contributor was called in for a conference by the League, who tried to give him an idea of what communism was and explained the League's program to him. During the conference the gentleman of his own accord agreed to write a letter to the Chest withdrawing the recommendation, explaining that he had been misinformed, and also agreed to explain to his several friends that he was wrong. This method of check resulted in winning a friend to the League.

The fact that the School of Social work is too understaffed is recognized by the School as being the main criticism. To eliminate this criticism the director is working to increase the budget in order to employ adequate faculty and staff personnel in accordance with the School's standards and demands.

Failure to fulfill requests in providing space to churches and community clubs for meetings, luncheons, and banquets is a criticism pertaining to the Y.W.C.A. To combat this criticism the agency wrote letters and met with individuals and committees explaining that the limited space in the Y.W.C.A. was not adequate enough to meet such needs, and promised accommodations for such meetings after the erection of the new building.

The Atlanta Chapter of the Red Cross reports no serious criticisms have been received by them. What few complaints that are received do not necessarily pertain to the Atlanta Chapter, and usually come from a few "G. I.'s" or veterans who feel that they have at one time received a bad deal from the Red Cross while in service. For instance, one night when a local group was sponsoring an activity in the interest of the annual fund drive for the Atlanta Chapter one "G. I." yelled out something to the affect

that "why raise money to give to the Red Cross--they're making ten thousand dollars a year, and they're not worth it." An official, obscurably working his way around through the crowd, casually started a conversation with the "G. I." and asked why he thought the people in the Red Cross were being paid ten thousand dollars a year. The "G. I." stated that he did not really believe they were being paid ten thousand dollars a year, but "I just don't like the Red Cross," he added. The official reveals that upon further questioning he found the "G. I." had the mistaken idea that the Red Cross granted emergency furloughs to service men; that he at one time had illness in his family, and applied for a furlough to his commanding officer, who had the Red Cross on the post to investigate the illness--but because he did not get his furlough, he blamed it on the Red Cross, and has held a disregardful attitude toward the organization ever since.

There have been several such complaints which are based on misconceptions and the lack of information. In order to reduce or eliminate this type of criticism the local Chapter has followed the practice of: (1) trying to reach more people with its program; and (2) increasing the emphasis on the information and educational phases of its program through the use of literature, discussion groups, public speaking, as well as through activities themselves.

CHAPTER VII

SUMMARY AND CONCLUSIONS

The study of techniques in public relations used by the five agencies conveys the following conclusions:

1. The need for increased efforts in public relations grew out of the wartime interest in both military and civilian welfare.

2. There was no precise and fixed definition for the term public relations. The term was concluded to mean an agency's total relations with its community, and included the use of publicity, conducted through various channels of communication, as a method of developing and maintaining relations with the public.

3. Federal agencies have set a precedent by taking the lead in setting up and cooperating with new services of social welfare.

4. The growing practice of a continuous public relations program was a new trend which affected certain specific phases of administration such as program planning, publicity and research, personnel to perform public relations activities, budgeting, and bookkeeping. Therefore, public relations added increased responsibility to the administration of social agencies.

5. The practice of using lay personnel, or volunteers, in the furtherance of agency activities and interpretation was growing into wider use. The tremendous volume of services conducted by the Red Cross which depended almost entirely on the use of volunteers was a good example. In fact, all five agencies made use of lay personnel except the School of Social Work.

6. More and more, social agencies were coming into the realization that persons charged with the responsibility of designing and releasing publicity needed a special type of training, in addition to self-acquired

skills, in order to make them especially qualified for the task. Most of the agencies received publicity packets from their national office containing illustrative material suggested for possible use. However, other methods of training used were: (a) the public relations workshop, (b) publicity institutes, and (c) publicity conferences operated on the local, regional, or national levels.

7. The value of research and statistics in social work cannot be minimized. Again, governmental social agencies have taken the lead in the extension of current reporting systems and research studies as a result of their trend to coordinate voluntary services through national agencies. Meanwhile, local social agencies were beginning to recognize the indispensable value of systematic information in supporting requests for funds, in trying to measure the effectiveness of social welfare programs, and in developing new techniques and policies.

8. A very significant advancement in the field of publicity in social work during the past four years was the trend toward cooperative publicity, which was used in connection with local fund-raising activities by the Community Chest, and in publications of affiliated national agencies.

9. It was significant to note that the greater proportion of the publicity of the five agencies was designed to promote self-perpetuation of the agency through such means as: (a) enlisting participants, (b) reaching prospective clientele, (c) money-raising activities, and (d) publicizing available agency services.

10. Finally, there was an increasing trend on the part of the agencies to make use of various techniques designed with an educational motive. Primarily, this phase was concerned with giving the broader public the benefit of certain useful skills or information necessary to increase public understanding and to improve community planning. These techniques included the use of published materials, meetings, discussions, projects, workers' education programs, and workshops.

APPENDIX

QUESTIONNAIRE

NAME OF AGENCY _____

1. Who actually does the publicity job? (Please check):

- ☐ 1. A full time staff member charged with that responsibility alone.
- ☐ 2. The supervisor or director of the agency.
- ☐ 3. A committee or a group of staff personnel.
- ☐ 4. A member of the staff who also performs other duties.
- ☐ 5. Each department head is responsible for the publicity of his own department.
- ☐ 6. A special individual periodically employed to do the job.
- ☐ 7. The person charged with conducting research or studies.

Other: _____

2. Below is a break-down of the various media (channels of communication) through which information reaches the public and through which public relations is developed and maintained. Please check those methods used by your agency during 1945 and 1946.

1. PUBLICATIONS

- ☐ 1. Pamphlets
- ☐ 2. Surveys and research studies
- ☐ 3. Annual Reports
- ☐ 4. Newspaper stories or skits
- ☐ 5. Periodicals
- ☐ 6. Magazine stories
- ☐ 7. Picture publications
- ☐ 8. Newsletters
- ☐ 9. Form letters

Other: _____

2. DISPLAY ADVERTISEMENT

- ☐ 1. Newspaper
- ☐ 2. Magazine
- ☐ 3. Posters
- ☐ 4. Cartoons

Other: _____

3. RADIO FEATURES

- ☐ 1. Announcements
- ☐ 2. Appeals
- ☐ 3. Dramatic skits
- ☐ 4. Musical programs

Other: _____

4. SCREEN FEATURES

- ☐ 1. Announcements
- ☐ 2. Appeals
- ☐ 3. Dramatic skits
- ☐ 4. Cartoons

Other: _____

5. PUBLIC APPEARANCE PROGRAMS

- ☐ 1. Public speaking
- ☐ 2. Community programs
- ☐ 3. Festivals
- ☐ 4. Forums
- ☐ 5. Musical programs

Other: _____

6. GROUP PROGRAMS

- ☐ 1. Club meetings
- ☐ 2. Club luncheons
- ☐ 3. Club programs
- ☐ 4. Socials
- ☐ 5. Forums

Other: _____

7. GOODWILL SERVICES

- ☐ 1. Visits
- ☐ 2. Active participation in other affairs
- ☐ 3. Membership in various organizations

Other: _____

8. INDIVIDUAL CONTACTS

- ☐ 1. An influential friend
☐ 2. A client
☐ 3. An acquaintance
☐ 4. A new friend
☐ 5. A sympathizer
☐ 6. A co-worker

Other: _____

9. OTHER:

3. Does your agency engage in cooperative publicity with other social welfare agencies? Yes _____ No _____ (If "Yes" is checked please explain):
- _____
- _____

4. Does your agency engage in social research? Yes _____ No _____.

5. Is your agency served by any local agency that conducts studies or research upon request? Yes _____ No _____ (If "Yes" is checked indicate name of the agency): _____.

6. All agencies at some time or another are inflicted with popular or unfair criticisms by the public as to policy, function, or as to the manner in which certain things should be carried out. Check one of these criticisms. (If none of these pertain to your agency please indicate one criticism on blank line).

- ☐ 1. There is too much overlapping and duplication of agencies.
☐ 2. The agency is too understaffed.
☐ 3. Too much exercise of authority on the part of the lesser officials.
☐ 4. Too much political influence.
☐ 5. Services are too slow.
☐ 6. Too much red tape.
☐ 7. Too low salaries.
☐ 8. Not enough general morale in the service.

Other: _____

7. Indicate what motives or appeals were designed to remove such misconceptions or criticisms:

- ☐ 1. _____
☐ 2. _____
☐ 3. _____

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